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C o n s o r t i u m


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 "The Boston Management Consortium's

goal is to recognize City departments

that have creatively applied learning

to improve their service delivery to the

people of Boston. All of the 90 teams

that competed are having an important

impact on everyday life in Boston,

a w a r d s

and that alone deserves all of our

recognition. These stories show us what

government at its best can accomplish

to help the people it serves."

Vice President Albert Gore



“These awards really reflect the goals of my administration. By demonstrating the best practices of customer service and teamwork, these teams are having a positive impact on the quality of life in Boston. I am very proud of all the winners and finalists.”

Mayor Thomas M. Menino

A handwritten signature of Mayor Thomas M. Menino in black ink, featuring a large, stylized loop at the end.

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service to youth award

School-Based Management: A Vision for the Future



The Mason School now attracts parents and children from across the City, and has a waiting list at almost every grade level.

Not everybody remembers school days as "exciting." But exciting is what education has become at the Mason Elementary School in Roxbury where parents, teachers, and corporations have engineered a quality improvement effort that has made the school one of the most sought after in Boston.

The Mason School is the winner of the 1994 IDS/American Express Service to Youth Award after impressing judges with a long list of educational achievements and glowing testimony from children, corporate executives, and parents like Marilee Driscoll.

Driscoll, who lives in the Charlestown Navy Yard, says that she and her husband originally had not even considered sending their son to a public school. "Luckily someone told us to at least take a look at the Boston Public Schools. We ended up being bowled over by the Mason School--especially by Mrs. Russo, her administrative support staff, and the teachers, who all have a real commitment to excellence. I am so glad there is a Mason School in the city."

Creating a Vision

When Principal Mary Russo arrived at the Mason in 1990, the picture was rather bleak. "We were one of the least chosen schools in the city and parental involvement was at a minimum," she says. Russo subsequently instituted a school-based management structure which for the first time explicitly engaged parents and teachers together to respond to children's needs. While opening up a channel of communication and building a team of invested people was essential in the process, it was just the beginning. For real, systematic improvements the school also needed external resources.

The Mason applied and was chosen to be part of Stanford University Professor Henry Levin's Accelerated School Project. The program emphasized unity of purpose, empowerment and responsibility, and building on strengths. It also set a high academic achieve-

Recipient: **Mason Elementary School**



ment standard for all children, even those labeled as "slow learners." The program showed Mason parents, teachers, and administrators how to articulate their vision of the ideal school, and moreover, how to move towards achieving it.

In 1992 John Hancock's Chief Executive Officer Steve Brown, in his role as chairman of the Boston Private Industry Council's partnerships, charged a Hancock task force to survey the Boston Public Schools to find schools that would work with Hancock to develop a model of successful collaborative school-based partnership. With an already impressive head start in school-based management, the Mason School was an easy choice.

Perfect Partners

At the time, Hancock was implementing customer focused quality in their company. The Mason, rather unknowingly, was using many similar quality tools and techniques. Together, the two formed four quality improvement teams at the school, each with a representation of three key stakeholders: parents, teachers, and Hancock managers. Each team worked to establish goals, generate possible solutions, develop timelines and implement their findings. Hancock also recruited Boston Management Consortium

member company The Forum Corporation to help measure the progress made. John Hancock's Les Hemmings, the company's Director of Human Resources Training and the liaison to the Mason School, says that it has been an ideal match of synergy and resources between the two. "Our partnership with the Mason School is a terrific model for other schools and businesses to follow. As Superintendent Lois Harrison-Jones and her administration implement school-based management in all of the Boston schools, they have evidence of how a principal, a partnership, and the latest management change techniques can make the school-based management/shared decision making model work to the fullest."

Successes that can be attributed to this new, inclusive approach include:

- the Mason School now attracts parents and children from across the City, and has a waiting list at almost every grade level

- the integration of special education students and regular education students in the same classroom
- a five day a week after-school program called "Prime Time" that meets working parents' needs while also providing more extensive learning opportunities for students
- a significant increase in school-based counseling services
- a portfolio assessment for all students on which to measure progress rather than test scores alone
- partnerships with ten local businesses, universities, and community organizations like City Year

Hancock consultants have also created seminars and workshops on issues selected by the parents such as cardiopulmonary resuscitation and positive discipline, and they have teamed with Mason School teachers to help parents learn how to work with their children on math and other subjects. Says Mary Russo, "The inclusion of parents in the decision making process has increased their involvement with the school in

other ways. We now have 87% parent involvement compared to the 4% we experienced in 1990. Parents now help out in all areas of the school—even on weekends."

A School with Heart

Mason father Bill Moran, a shared decision-making team member for three years, offers, "I have been in several schools and seen nothing quite like the Mason. You can feel it when you walk in the door. The teachers not only have very high expectations for the children, they carry a special kind of love for them as well. As a parent, it feels great to be involved in the decision-making on how my children are being educated. As for my kids, well they want to go to school every day—even when they're sick. They really feel like it is their school."

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IIDS

An American Express company

follow through award

Helping Kids to "Do the Right Thing"



"These are police officers who have found different kinds of learning opportunities, overcoming obstacles and building on successes, to create systemic change in Boston."

"We are trying to recreate the way youth see us," says Youth Service Officer Christopher Rogers, "by communicating our concerns, listening to what their issues are, and addressing those issues in a positive manner." Rogers is one of ten Boston Police officers working to provide kids with positive alternatives to violence, gangs, and drugs, as well as provide youth with expanded police role models.

The 1994 Fidelity Investments Follow Through Award goes to the comprehensive Youth Service Officer Program for effectively utilizing learning from earlier youth outreach programs together with more innovative techniques to maximize its impact on the city's young people. Currently a Youth Service Officer works in every district of Boston, interfacing with other youth service organizations, and most importantly, establishing relationships with young people, both in and out of the classroom.

"Follow Through" refers to learning that occurs when a manager or group acquires new skills or knowledge, applies new learning to their work, and continually returns to learning situations to assure continuous improvement. According to Follow Through

Award judge Jamie Millard, a principal with Coopers & Lybrand, this group epitomizes the continuous learning model. "These are police officers who have found different kinds of learning opportunities, overcoming obstacles and building on successes, to create systemic change in Boston."

A Challenge to Do Better

Reacting to the crack epidemic in youth, the Boston Police Department implemented a drug education curriculum in elementary and middle schools in 1986. Says Youth Service Office coordinator Detective George Noonan, "Our work in the late '80's, while successful, was one-dimensional. It was essentially cops going into the schools telling the kids not to do drugs. It just wasn't doing it. More and more kids were getting turned on to drugs." The Police Department had to do better, but how? Noonan and others set out



on a quest to find out how to build something beyond just a drug education program.

Youth Service Officer Anne Corcoran says that while they recognized the importance of in-school drug curriculum, they also understood that classroom discussions were not enough to deal with these issues. "We needed to find ways to expand to other settings." With that knowledge, and with the strong support of Police Department leadership, including former Commissioner Bill Bratton and current Commissioner Paul Evans, the Youth Service Officer Program was created. Ten Boston police officers underwent extensive formal and informal training in three areas:

- drug education
- neighborhood outreach
- positive alternatives to crime and violence

Representatives from numerous agencies, including Boston Community Centers, Citizens for Safety, and the YMCA also shared their knowledge and experiences with the officers to help them prepare for their new duties.

A Great Program

The Youth Service Officers began teaching the School Program to Educate and Control Drug Abuse in March, 1993, reaching almost 4,000 children in three months.

The program was so well received by children and educators alike that Detective Noonan and the YSOs knew they could do more. All ten officers traveled to Tucson for a 40 hour course to enable them to teach Gang Resistance Education and Training (GREAT), an innovative program sponsored by the Federal Government's Bureau of Alcohol Tobacco and Firearms.

The officers have been teaching the GREAT curriculum to third and seventh graders in the schools since September 1993, making Boston the first major city on the East Coast to implement the program. Through the program they help children set goals for themselves, resist pressures, learn how to resolve conflicts, and understand how gangs impact the quality of their lives. Upon completion of the eight week course, each class has a special graduation ceremony complete with certificates.

GREAT has reinforced to the Youth Service Officers that the best way to keep kids from joining gangs is not only to teach them about the consequences, but moreover to provide them

with better ways to spend their time. The group has expanded their own programs for kids, and created numerous partnerships with other organizations. Activities range from museum visits, to sailing on the Charles River, to bowling leagues, most of which have both recreational and educational aspects.

Taking it Out of the Classroom

When Chris Rogers saw a recurring conflict between members of gangs at two adjacent housing developments, he remembered an approach taken by the Streetworkers' Tracy Lithcutt to bring opposing sides together. Rogers initiated a white water rafting trip for some of the more troubled youth. "The kids raised the money for the trip by washing cars for four consecutive weekends, and by the time the trip came they were already talking. It was a good thing, too, since they had to save my life when I fell in the river!"

"The good part of this scary experience for me was that these kids had to work together to get me back in the boat. Since then, I have taken this same group on other trips, and I have yet to hear about any further confrontations between them. I think the fact that

they had something positive to reflect on really changed their attitudes towards each other."

Each of the Youth Service Officers, including Detective Noonan, have continued to volunteer for additional trainings, to seek other learning opportunities and to share information amongst themselves to improve the YSO Program. Boston Against Drugs, the Police Athletic League and many other agencies continue to serve as sources of information and assistance when needed. The officers also communicate with the community through columns in the neighborhood newspapers.

"This program is of national significance," says New York Police Commissioner Bill Bratton, who recently called to request the YSO training materials. "By reaching out to youth in different ways for 7 or 8 years, these police officers have created a model that really works, and that's why I want to replicate it in New York."

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teamwork award

"Risky Business" Saves City \$6.9 Million



"If other City departments were to replicate the Risk Management Council's team approach to reinventing government, Boston would be one of the best-run cities in the US."

Like any large organization providing services to the public, the City of Boston is no stranger to risk. Employee illness and accidents which damage property and injure employees are examples of the many risks encountered by the City on a daily basis. Thanks to the City's Risk Management Council, these risk costs are being well-managed, to the tune of \$6.9 million in savings in fiscal year 1993. This is almost the equivalent of what the City spends annually for its parks and recreation program.

As the winner of the Jordan Marsh Teamwork award, the Council was selected from 30 competing teams as the best example of teamwork in the City. City Excellence Awards Judge Alyce J. Lee, Mayor Menino's chief of staff, says that "by overcoming significant departmental barriers, such as restrictive operational statutes, the Council has proactively pursued its goals and made a momentous leap forward, managing risks in an innovative, highly effective manner. If other City departments were to replicate the Risk Management Council's team approach to reinventing government, Boston would be one of the best-run cities in the US."

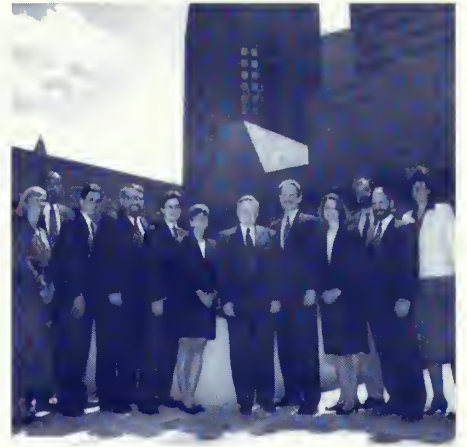
Alarmed by the 60% growth rate of risk-related costs from 1985 to 1991, the Office of

Budget and Program Evaluation (OBPE) decided to take action. The basis for the Risk Management Council began in October 1991, when Lynda Fraley from OBPE attended the Public Risk Management Conference (PRIMA). At the conference Fraley learned how managers from other cities had reduced risk costs by aggressively pursuing claims management and detailed tracking and analysis of information. Perhaps most importantly, she learned that risk management is a mindset; that to succeed meant creating a can do attitude in employees that risks can and must be minimized.

A Team Approach

A task force composed of Health Benefits and Insurance Division, Workers' Compensation Service, Retirement Board, Office of Personnel Management, Office of Labor Relations, Management Information Systems, Law Department, Auditing Department and the Office of Budget and Program Evaluation was first con-

Recipient: **Risk Management Council**



vened at a March 1992 senior management retreat led by the Boston Management Consortium. Fraley believes the retreat, facilitated by Julie Schniewind of PRN, forged the group's sense of purpose and identity. "Prior to the formation of the Council at the retreat, these departments worked independently of one another on issues relating to risk management. The retreat provided the opportunity for the departments to share their experiences and the frustration they felt in trying to implement risk management policies. They welcomed the opportunity to join together in pursuing a common goal." Hence the Risk Management Council was born.

The Risk Management Council gathered information about the City's risk costs and developed a series of Risk Management Briefings to be presented to the City's largest departments. As the Council collected data, their perception of what constituted high risk areas changed. For example, citywide attention had long been focused on the \$10 million cost of employee injuries through worker's compensation. However when data was compiled across departments, they found a \$38 million problem existed, which included retirement disability and unfunded injury costs. Based on this

information, the Council refocused their efforts and revised their presentations to emphasize these areas.

Operating as a team has not always been an easy task. As Roscoe Morris, director of the Office of Personnel Management describes it, "there is a natural tendency among city managers to defend their 'turf' and to not cross departmental barriers. The Council's success is based upon the ability of its members to stay focused on the big picture, to motivate one another, and to move beyond barriers to address common areas of concern."

Building Trust

One of the most difficult barriers the Council had to overcome was the issue of trust between departments. For example, the Council encountered this issue when the Health Benefits and Insurance Division needed information on employee injury bills from other departments. City Corporation

Counsel Albert W. Wallis worked with his staff in the Law Department to find a legal means of sharing this information without violating confidentiality requirements. As a result injury bills are now paid by the appropriate department, saving the City well over \$100,000 annually.

The success of the Council has been two-fold. In addition to significant financial savings of nearly \$7 million, the Council has created an awareness about the importance of risk management in the City. Line departments, such as Boston Public Schools, Transportation and Public Works are now more receptive and supportive of initiatives to manage and control risk costs.

Patty Morey, workers' compensation coordinator for Boston Public Schools, credits the Risk Management Council with providing the information and support she needed to establish several employee health programs. She has implemented an ergonomics program to combat the effects of carpal tunnel syndrome and is working on a stress management

program for teachers. Morey believes that "risk management is the only way for the school department to both save money and to let our workers know that we care about them and the work they are doing."

Looking to the future, the Council has developed a multi-year work plan focusing on cost prevention, improved injury management, further health care cost containment, and analysis of the City's financial management approach to risk. Given the Council's success to date, it is likely they will continue to have a positive impact on the City's financial future.

sponsored by

jordan marsh

managing for safer neighborhoods

award



"We have tried to get people to be responsible, to be problem-solvers, and within that, to be creative."

"They have taught us how to be safe without having to jump through hoops."

Beyond 911

"Sergeant French and the other Community Service officers have emphasized our ability to prevent crime simply by being proactive," says Dorchester resident Desiree Baynes, "by reporting the things we may usually tend to ignore like broken street lights or suspicious cars in the neighborhood. They have taught us how to be safe without having to jump through hoops."

Most of us would probably agree that crime is the major problem facing US cities today, and that stopping violent crime is of the utmost importance. In recognizing that, however, we may tend to ignore the impact "lesser" crimes are having on the quality of life in our cities.

Boston Police Department's Area C-11 Community Service Office has not ignored that reality. Since the mid-1980's the unit has been practicing what only recently became the model of choice in Boston and in cities around the country: neighborhood oriented policing, based on the premises of partnership, prevention, and problem-solving. They are the winners of this year's NYNEX Managing for Safer Neighborhoods Award for their

pioneering efforts to build bridges between police and residents, demonstrating that sometimes informal learning situations can have just as much impact as formal ones.

Responding to the Community

The premise on which the Community Service Office has been built is that the 911 system, while proven quite effective in emergency situations, does not give people a mechanism for reporting less urgent problems. In the past, if a citizen used 911 for say, a dog barking, it would be considered a low priority call, and due to the large number of "crisis" calls coming in, a response was either very slow or nonexistent. This resulted in a growing level of fear and helplessness among community residents regarding non-emergency problems that were negatively affecting their quality of life.

After receiving feedback from concerned residents, the Community Service Officers at

Recipient: **Boston Police Department**
Area C-11 Community Service Program



Area C-11 realized that they needed to move away from the traditional policing approach and establish a closer relationship with the community. They began to encourage residents to call their office directly with non-emergency problems, and increased their direct outreach in the community.

Sergeant Gary French explains, "We have tried to get people to be responsible, to be problem-solvers, and within that, to be creative. We jump at the chance to work with residents because we recognize that they are much more aware of what is going on. We may pass through a neighborhood in a cruiser as many as a dozen times a day, each pass taking only about 15 seconds, but the residents are there 24 hours a day, seven days a week."

Moving Beyond 911

Officer Paul Johnston says that residents have accepted their role in keeping the streets safe, recounting how one Adams Street resident and crime watch member noticed something curious about the patrons of a newly-opened video store on her street. "She called the Community Service Office and told us that she had

seen plenty of people going into the video store, but no one leaving with a video! We passed the information on to the Drug Control Unit, which subsequently confirmed that it was a drug house and shut it down. When the same people tried to open a video store over on Dorchester Avenue, we passed along our information and that store was closed down within a month."

The results of this seemingly simple approach have been beyond anyone's expectations:

- the number of Neighborhood Crime Watch Groups and Civic Associations has increased significantly
- calls for service in neighborhoods working closely with the Community Service Office have been greatly reduced
- residents have been empowered through organization and partnership with the CSO team, and subsequently, the level of fear has lessened

The Vietnamese Community Relations Specialist Program is one of the many programs that has resulted from C-11's proactive community outreach efforts. Several years ago, the officers began to take notice of the growing Vietnamese population in Dorchester, and realized that they had no outreach mechanism to them. The Vietnamese community was wary of the police department, and of dealing with another culture. The police felt that there was a lot of crime, including racial incidents, not being reported. The officers subsequently brought in Tram Tran, who had previously done community outreach around health care issues, to work with the Vietnamese community, and convey to them how the police department could help them.

An Approach Worth Learning

The Community Service Officers are now sharing their learning with other police officers in Boston through an introductory course on neighborhood policing at the Boston Police Academy.

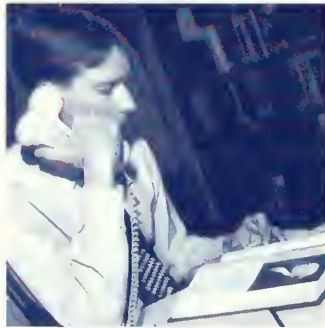
Says the Academy's Commander, Captain Albert Sweeney, "The Community Service Officers at Area C-11 were the willing group of risk-takers. The department supported them with resources, and they showed us it can work. Now they supplement our Academy staff by bringing in the real examples."

Gary French is clear about giving credit to the community for their role in making this program work. "When the City's residents are working with us, we get a lot accomplished. We need to keep spreading the confidence that things can change."

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NYNEX

customer service award



*"Part of the Boston Public Library's basic mission is
to provide information to our customer"*

Information, Please

What is an appropriate gift for a 40th Wedding Anniversary? What was installed in the Statler Hotel in Boston in 1927? When was Warren Beatty born? Where can the manufacturer of a faulty toaster be reached? You might not know the answers, or where to find them, but thanks to the winners of this year's Liberty Mutual Insurance Group Customer Service Award, all it takes is a phone call.

The Boston Public Library Telephone Reference Department was developed in response to customer need for quicker, dedicated response to call-in questions. By identifying a need, listening to feedback, and working together on solutions, the department has been able to respond more quickly and efficiently to customer inquiries. It sounds simple, but doing it takes real commitment, and that is the essence of true customer service. City Excellence Awards judge Helen Sayles, Senior Vice President of Human Resources at Liberty Mutual, said, "The Telephone Reference Department's standards of teamwork and customer service exemplify how this institution can serve the critical needs we have for it today by being a living, accessible resource."

Responding to a Need

Prior to the department's establishment, individual library departments struggled to respond to the constant flow of inquiries for business addresses, correct spellings, bibliographical information, and miscellaneous items. The library's switchboard operators had to make a quick judgment call on which department could handle a caller's question. Often this resulted in a backlog, as staff in those departments would serve walk-in patrons before helping call-ins. In some cases, calls were directed to the wrong department, and the caller had to be redirected once again. The result was people waiting on hold, some hanging up, and in the end, many not getting the answers they sought.

Sally Beecher, head of the Telephone Reference Department, says she is not sure when or where people began calling libraries for information, but adds, "However it started, more and more people have become accustomed to viewing the library as a source of information—over the phone. Here at the BPL we got those calls constantly, and did not have the system to meet the need."

After surveys of patrons proved the system's inability to handle the demand, the library made a decision to create a separate department devoted to this function. Eight staff members from various departments of the library underwent training that focused on team



work and customer satisfaction. They took library tours, shared information with libraries in other cities, practiced phone communication skills, and observed the switchboard operators who previously had done all of the referrals. They also developed and refined procedures for the maintaining and sharing of information.

"You've Been So Helpful!"

The impact of this department, now two years old, has been felt by both callers and staff alike:

- people are able to talk to a reference librarian more quickly and do not spend as much time on hold
 - callers are made aware of where they are being referred, so they can dial directly if they have related questions in the future
 - other departments do not have as many calls to deal with and can give walk-ins more help
 - the switchboard needs to do less triage
 - each staff person now handles 17 calls on average per hour, as compared to 10
 - the staff regularly receives positive feedback from callers attesting to this greater efficiency
- The combined wisdom of staff—

which includes a former auto mechanic, a former exchange student in Norway, and a former delicatessen manager—is put to the test daily, when callers ask an enormous range of questions. Explains Sally Beecher, "Most of the time we have a good idea where to find the answer to a question, whether in the reference books at our finger tips or in a different department. Once in a while, however, we are at a bit of a loss. In those cases, we'll often take a quick poll in the middle of the office."

How would the telephone reference staff respond to someone saying this is "trivial pursuit" by phone? Says Beecher, "The great majority of our calls are perfectly legitimate questions, and every question is important to the person asking it. Part of the Boston Public Library's basic mission is to provide information to our customer, and our department is making a significant contribution to that mission by providing this service."

Staff members try to be as efficient as possible, but realize that once in a while a caller has a question that might take a bit more of their time. Marta Pardee-King once received a call from a priest who had just flown into town for the funeral of a nine year old boy. "The priest had just talked to the parents of the boy, and they had asked him to read a particular poem at the funeral service the

next day. It was just before closing time and he did not have time to get to the library," Marta remembers. "You have to make a judgment call in many cases on how much time you can spend. Then, I knew what I had to do: I found the poem and read it to him, line by line, over the phone."

What is the staff's all time favorite question? The group agrees that it was a call taken by Telephone Reference Librarian Patricia Kuhn. The caller asked Patricia if she could tell him whether he had been kidnapped. Her polite response: "I'm sorry, I could not verify that for you."

Improving for the Future

The department, though pleased with its progress in improving its service to the customer, has plans to go further. A new phone system will be implemented which will allow staff to monitor how long each caller waits for assistance, and how many callers hang up. This information will enable the staff to further improve their services. They also stand ready to shared their learning with other cities planning a telephone reference department. The Minneapolis

Public Library is just one of the libraries that has been in contact with the staff here to see how they have done it.

Oh, and just so Sally, Marta, and the rest of the Telephone Reference Department are not inundated with identical calls: The 40th Wedding Anniversary gift is rubies; Radio reception was installed in the Statler Hotel in 1927; Warren Beatty was born in Richmond, Virginia on March 30, 1937. And the faulty toaster? The manufacturer will remain nameless, but the librarians nailed that one, too.

sponsored by



corporate service award



Vivette Payne, Interaction Associates



Judy Kennedy—Little Brown & Company

One way of measuring the vitality of a partnership is to look in the aggregate at what the partners bring to the table. In 1993, the Boston Management Consortium's private partners contributed time, money, and other resources worth over \$700,000 to help our City work better.

In these busy times we all make tough choices about how best to spend our next hour. A look behind the overall statistics reveals an inspiring picture of people who choose to spend that next hour--and many more--helping the BMC help the City.

At the Boston Management Consortium's Spring Members Meeting on April 25, Vivette Payne of Interaction Associates and Judy Kennedy of Little, Brown & Company were honored for their outstanding volunteer contributions to the BMC with the 1994 Corporate Service Recognition Awards. This award, introduced last year, is the City's formal vehicle for appreciating the people from the private sector who volunteer to make the City work better.

Mirroring the different forms of voluntarism through the BMC, there are two categories in which the Corporate Service Recognition awards are given: one for volunteer consulting, and one for volunteer contributions other than consulting that build the work of the BMC.

Selecting winners from among a large pool of worthy finalists was no easier here than for the City Excellence Awards. Three finalists in each category were selected from a group of sixteen nominees, from the pool of well over 100 people who volunteered through the BMC last year. The panel of judges who

made the hard call on behalf of the City were: Roscoe Morris, Office of Personnel Management; Bruce Blaisdell, Law Department; Jim O'Donnell, Retirement Board; and Candelaria Silva, Department of Health & Hospitals.

The finalists for the Volunteer Consulting award are Karen Nell Wilkinson, Wilkinson Consulting/The Creative Planning Group, for her superb strategic planning assistance to several City agencies, and Paul Platten of The Hay Group for consistently responding to the BMC's calls for consulting on tough projects. The finalists for the Volunteer "Building the BMC" award were John Deputy, who has given the BMC a beautiful new "look" with his cutting-edge, wizard-like design skills, and the team of Jim Lehane and Rick Colon from NYNEX whose leadership is a model for how a large company can optimize its support for the Consortium.

Vivette Payne, winner of the Corporate Service Recognition Award for outstanding Volunteer Consulting, is in her second year of involvement with the School Leadership for Student Achievement Project. She consults to the McKay School, and has served as a mentor/trainer for another volunteer consultant in this project. The fact that the Consortium has been able to build further involvement with the schools through the SLSA project is due in no small part to Vivette's work on our behalf.

The Boston Management Consortium is also one member of a six organization collaborative recently awarded the contract to work with all 117 Boston public

schools to prepare them for school-based management. Vivette has donated considerable time to facilitate collaborative meetings and to the training portion of the collaborative. Says BMC Consulting Services Manager Martha Torrance, "The collaborative would not have gotten as far as it has without Vivette's superb skills."

The other winner of this year's Corporate Service Award, Judy Kennedy, provides that most wonderful combination of qualities: a constant stream of new ideas and the follow through that brings results. As Little Brown & Company's representative to the BMC and active member of the Member Services Committee for four years, Judy has constantly championed the BMC's cause within her own company, and is always on the lookout for new opportunities to build the BMC membership. In the past year alone, Judy has almost single-handedly brought four companies into this partnership, and reinvigorated another company whose involvement had waned.

Judy has just announced her retirement from Little Brown, and without missing a beat is recruiting two people from the company to continue their involvement and support of the Consortium. Fortunately for us, she will also continue to actively participate in the BMC.

Finalists

Jordan Marsh Teamwork Award Allston-Brighton Healthy Boston Coalition

In bringing together a cross-section of people from different cultures, professions, and backgrounds, members of the Allston-Brighton Healthy Boston Coalition have learned much about team building and goal-setting. The Coalition's many initiatives include projects to improve public safety, create employment opportunities, empower youth, and build bridges between different cultures.

Integrated Operations Group, Boston Public Schools and Department of Health and Hospitals

The Integrated Operations Group overcame significant barriers between the two departments at facilitated off-site retreats to establish health centers in ten high schools across Boston. In fiscal year 1994, these centers served over 400 students, many of whom would not have access to health care if the centers did not exist.

Liberty Mutual Insurance Group Customer Service Award

Model Unit, Department of Health and Hospitals

The Boston City Hospital Model Unit, a multi-institutional and multi-departmental collaboration, has successfully restructured its services to improve the continuity of patient care. In doing so, the Unit is responding to patients' needs, providing efficient, personal care.

NYNEX Managing for Safer Neighborhoods Award

Anti-Gang Violence Unit, Boston Police Department

The Boston Police Department's Anti-Gang Violence Unit applies mediation techniques learned from formal training with know-how that only comes from talking with youth to diffuse volatile situations around the city. By tracking disputes, working with youth service organizations, and sharing information with other law enforcement agencies, the unit is making Boston's streets safer.

IDS Financial Services/American Express Service to Youth Award

Peer Mentoring Program, Jeremiah E. Burke High School, Boston Public Schools

The Jeremiah Burke High School Peer Mentoring Program pairs Burke high school students with first graders from the Columbia Road Early Learning Center to make a positive difference in the lives of both. The high school students have become role models for their younger counterparts by sharing learning from trainings including Self-Determination, Peer Mediation, and Drug Awareness.

Fidelity Investments Follow Through Award Boston City Hospital Move Committee

On January 29, 1994, the Boston City Hospital completed a successful move of the entire hospital, including 226 patients. The BCH Move Committee attributes its success to teamwork, extensive planning, and their continuous learning process.

Tobin Math Team

Math teachers at the Maurice J. Tobin School learn along with their students as they actively pursue new methods and approaches to teaching math. The school has been selected by the National Council of Teachers of mathematics as a model of school-wide change.

Honorable Mentions

Jordan Marsh Teamwork Award

Adult/Pediatrics Emergency Departments, DH&H
Barron Assessment and Counseling Center
BCH Lobby Team, DH&H
BCH Managed Care Team, DH&H
Boston Housing Authority Oversight Committee
Boston Book Fair Committee, BPL/BPS/Parks and Recreation
CAD Implementation Team, BPD
Case Management Team, BPD
Childhood Lead Poisoning Prevention Program, DH&H
Child Witness to Violence Project, BPD/DH&H
Cold Case Squad, BPD
False Burglar Alarm Reduction Team, BPD
Healthy Charlestown Coalition
Information Systems Group, BPD
Kids Can't Fly Campaign, DH&H
New BCH Move Steering Committee, DH&H
Neighborhood Advisory Council, BPD
Project Pride, BPD
Public Inquiry Unit, BTD/OPC
Project Trust, DH&H
Retirement Board Election 1993, Retirement Board
Rollins Gnnfth Teachers Center, BPS
School/Community Service Team, Edwards Middle School
State-Boston Retirement System, Retirement Board
Violence Prevention Rounds, DH&H

Liberty Mutual Insurance Group Customer Service Award

Childhood Lead Poisoning Prevention Program, DH&H
BCH Blood Donor Program at Boston City Hall
BCH Central Administration, DH&H
BCH Lobby Team, DH&H
CAD Implementation Team, BPD
Client Services Counseling Team, Retirement Board
Cold Case Squad, BPD
Constituent Services Unit, Parks and Recreation
False Burglar Alarm Reduction Team, BPD
Parent Information Centers, BPS
Patient Move Task Force, DH&H
Plan Examination Unit, ISD
Vietnamese Community Relations Specialist Program, BPD

NYNEX Managing for Safer Neighborhoods Award

Boston Police Detective Case Management Team, BPD
CAD Implementation Team, BPD
Child Witness to Violence Project, BPD/DH&H
Cold Case Squad, BPD
Healthy Charlestown Coalition
License Premise Unit, BPD
Neighborhood Advisory Council, BPD
Vietnamese Community Relations Specialist Program, BPD
Violence Prevention Rounds, DH&H

IDS Financial Services/American Express Service to Youth Award

Barron Assessment and Counseling Center
Boston Book Fair Committee, BPL/BPS/Parks & Recreation
Boston EMS Violence Prevention Youth Outreach Program, DH&H
Child Witness to Violence Project, BPD/DH&H
F.A.C.T.S. Program, East Boston High School, BPS
Gang & Drug Prevention Program/Teens Against Gang Violence
Haitian Literacy Program, Hyde Park High School
Inquilinos Boricuas en Accion's Teen & Kid Empowerment Program
Integrated Operations Group, BPS/DH&H
McKay School Reading/Language Arts Team
"New Friends Through Dance", MJT Dance Company/BPS
Reading Raiders, BPS
Rising Stars/Risk & Prevention Program, Edwards Middle School
Shelburne REAP Program
Urban Edge Program
Vietnamese Community Relations Specialist Program, BPD
Write for Your Rights, Human Rights Commission

Fidelity Investments Follow Through Award

Accounting & Financial Reporting Unit, Auditing Department
Case Management System, BPD
Community Health Education Training Center, DH&H
Cold Case Squad, BPD
False Burglar Alarm Reduction Team, BPD
Inquilinos Boncuas en Accion's Teen & Kid Empowerment Program
Integrated Operations Group, BPS/DH&H
Middle School Change Process, BPS/Bain & Company
Retirement Board Election 1993, Boston Retirement Board
T I M E , BPD Operations/M I S. Division
Zero Diversion or Full Census, BCH Central Administration

The Boston Management Consortium

A Partnership Between the City of Boston and...

BMC Leaders

(\$10,000 and/or in-kind equivalent)

Fidelity Investments
IDS/American Express
Jordan Marsh
Liberty Mutual Insurance Group
NYNEX
State Street Bank

BMC Champions

(\$5,000 and/or in-kind equivalent)

Bain & Company
BMc Strategies, Inc.
The Gillette Company
Legal Sea Foods

BMC Advocates

(\$2,500 and/or in-kind equivalent)

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Bull Worldwide Information Systems
The Forum Corporation
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The Hay Group
Houghton Mifflin Company
KPMG Peat Marwick
Price Waterhouse
Saunders Hotel Group
Sheraton Boston

BMC Partners

(\$1,000 and/or in-kind equivalent)

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New England Deaconess Hospital
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Partners for a Better Boston

The Boston Management Consortium is a public-private partnership that provides the best of Boston's trainers, consultants, and problem solvers to help City government to work more efficiently and find creative solutions to key urban issues.

Bill Nigreen

Boston Management Consortium President
Fidelity Investments

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CONSORTIUM

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